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It's the NET that COUNTS

Profit Is the Real Measure of Success— Not the Number of Sales Made

By Donald Blanchard

HE number of trucks which can be sold in a given period of time depends not only on the current demand for additional transportation but also on the prices and terms on which new equipment may be purchased. If at one price level and basis of credit extension, there are more trucks than are needed to fill the demand for additional transportation, then prices drop and easier credits are provided to move the surplus. This is familiar economics and is true in any field of business.

In the truck industry, the workings of this economic law have produced the used truck and time payment problems.

At least, this briefly is the analysis some members of the trade are making of

the reasons for their unsatisfactory earnings in recent years. Right or wrong, many truck dealers, distributors and branch managers hold the opinion that too much new truck production has forced excessive allowances on used vehicles and unsound credits, both of which have combined seriously to reduce earnings. If these losses could be avoided, the outlook for the trade would be bright, indeed.

Of course, these are not the only profit leaks and all members of the trade are not selling and servicing trucks with the efficiency that certain dealers, distributors and branches have been able to attain. And, undoubtedly, the trade can do much to increase profits by the exercise of more exact control over used truck buying and credits, and by the more effective direction of



their selling efforts. In connection with the latter point, however, it must be remembered that the trade has done an impressive job of selling, as is evidenced by the fact that there are now nearly 3,000,000 trucks on the road and that this achievement is the result of less than 25 years' endeavor.

Of course, until the millennium comes, probably no one ever will be entirely satisfied with profits and it is not desirable that he should reach this smug state, for then there would be no incentive to greater effort, which is essential if the truck business is to continue to grow and prosper. But the present trade dissatisfaction with profits seems to be more deeply rooted than would be the case if the discontent were

occasioned merely by the proddings of ambition.

The solution of both the used truck and time payment problems is simple in theory. But with Old Man Overhead doing his stuff day after day, hard-boiled policies are difficult to apply, particularly when as a result of them, new truck business goes to competitors who are more generous in their allowances and credits. Under such circumstances, expediency frequently is given greater consideration than any theoretically correct policy. Allowances go up, credits loosen, but profits dwindle.

While recognizing, that their losses can be reduced by greater efficiency on their part, many in the trade feel that they are not able to exercise the desired degree of control over both used truck allowances and credits

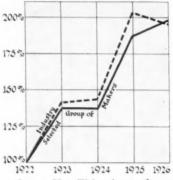


This chart shows Curve I. number of trucks produced by the industry and by segroup of makers expressed as per cent of 1922 output

because of market demoralization from too much new truck production. If these losses are caused by overproduction, the first step toward putting the distribution of trucks on a more satisfactory profit basis, is a more accurate adjustment of manufacturing schedules to the demand that can be filled with profit to all concerned.

There are no statistics to show just

what the manufacturing capacity of truck industry is but it probably could produce at the rate of 750,000 vehicles annually and possibly might reach the million mark, as compared with a record output of 535,000 in 1926. IInder the pressure of this excess capacity profits per truck produced have been cut to the bone in the effort to minimize prices and increase volume. At



Curve II. This chart shows wholesale dollar industry's volume compared with gross sales of selected group of makers. 1922 volume equals 100

the same time, the trade has been faced with the necessity of moving this volume and unsound credit practices and price cuts in the form of over-allowances have been the result.

Definite figures showing how profits have declined as volume has gone up are impossible to get, primarily because several of the important factors in the industry produce products other than commercial vehicles and it is impossible to determine the results of their operations in the truck field. However, some light can be obtained by the analysis of the financial statements of a small group of companies for which necessary data are available. Of course, these manufacturers may not be typical but the fact that they have enjoyed about the same rate of growth as the entire industry indicate that they are fairly representative.

To compare the rate of growth of these companies with that of the industry, 1922 production of the group and of the industry has been assumed equal to 100 per cent. Then the output of this group and of the industry for 1923, 1924, 1925 and 1926 has been expressed as percentages of these bases and the results plotted in Curve I. Dollar sales volume has been reduced to percentages in the same manner and the results are shown in Curve II. It will be noted that in both cases the agreement between the two curves is quite close which indicates that the selected group of manufacturers has experienced about the same rate of growth as the entire industry.

In Curve III the combined profits of this group are expressed as percentages of 1922 earnings and this graph shows by comparison with Curves I and II that profits have not followed the upward trend of the volume

curves. Using profit per vehicle produced in 1922 as 100 per cent, Curve III also shows how this factor has tended downward despite the upward swing of volume. In 1926, profits per vehicle produced earned by this group of companies were but 82 per cent of the 1922 figure, although volume shows a gain of more than 90 per cent. It will be noted also from Curve IV that profits expressed as a percentage of sales also have exhibited a decreasing tendency during recent years, indicating how profit margins have been sacrificed to maintain the upward swing of the volume curve.

Balance sheets covering the operations of individual members of the trade will show somewhat similar conditions. Evidently volume is not the only answer to the profit question.

Manufacturers are evidencing a determination to limit their sales to those which can be made at a satisfactory margin of profit. Similarly, the widespread interest which has developed in steps the Chicago trade is taking to increase profits, as described in the March COMMERCIAL CAR JOURNAL, is one of many indications that the trade is thinking along the same lines.

This sentiment is crystallizing into a determination to make:

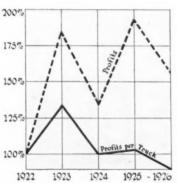
Net profits represent a satisfactory percentage of sales even if volume suffers temporarily.

Every sale, whether it be a new or used truck, a connecting rod or a carbon and valve job, yield a fair margin of profit.

In connection with operating the service station at a profit, some differences of opinion exist. Yet maintenance is one of the costs of truck operation and it does not seem entirely just that the trade should provide it without profit or even at a loss. An unprofitable service station represents one of the profit leaks

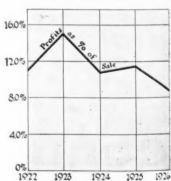
which must be stop-

ped up. Undoubtedly much also can be accomplished by the more effective direction of sales and advertising effort. Many members of the trade are analyzing their territories and using their findings as a basis for the direction of their sales forces. 1924 1923 1925 - 1926 This has enabled Curve III. Net profits of them to cut much of selected group of makers and the lost motion out of profits per truck are shown in this chart. In each case, selling. The work of 1922 equals 100



trolled and their efforts are concentrated on those prospects who are most likely to buy truck transportation a n d what is even more important, who are able to pay for it. In short, the percentage of productive calls is greatly increased by the intelligent application of the principles of territorial

sales analysis.

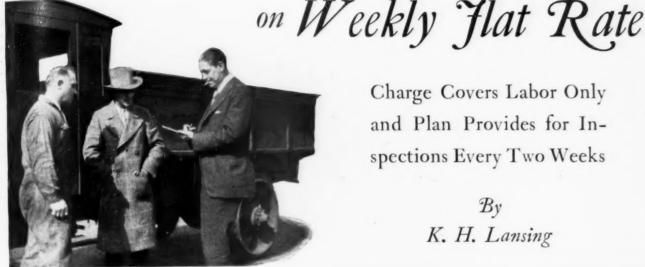


the salesmen is con-

Profits of the Curve IV. selected group of makers are expressed as a percentage of sales in this chart.

Netter-Stewart Co.

SELLS MAINTENANCE



Netter (right), head of the Netter-Stewart Co., tells a customer how the Truck-Maintenance Insurance plan works

THERE are always commercial car owners who find the problem of economical maintenance especially hard. When this type of owner is ready to buy, it is possible that the dealer who has devised some kind of practical and attractive flat rate upkeep plan for even a limited period may find it of considerable aid in closing a sale. This is also applicable in the case of a prospective owner who has no maintenance experience and whose mind is in a state of uncertainty.

The Netter-Stewart Truck Co., distributor of Stewart trucks in Philadelphia, Camden, Delaware county and adjacent points, has an original plan whereby it offers to maintain a new truck at a special rate, over a threeyear period, on a sliding scale dependent upon the size of the truck. This plan has worked out well in swinging sales and in satisfying customers, according to Morton A. Netter, proprietor.

Plan Requires Inspections

The company calls the plan "Truck-Maintenance Insurance," and because of the low upkeep rate offered, and for other considerations, there are certain restrictions and obligations to be observed by the purchaser. The rate for maintenance repairs on a one-ton Stewart truck is \$2 a week, covering labor but not material, for the three-year period, that for larger models being worked out in proportion. The offer for such a contract stipulates that the agreement must be made on the day the new truck is delivered to the purchaser and the owner must, without fail, bring or send in the truck for thorough inspection once every 14 days. The company will replace any worn parts within the period named, clean out carbon, grind the valves and perform any other maintenance due to natural wear and tear, as well as thoroughly lubricate the truck, charges are made Charge Covers Labor Only and Plan Provides for Inspections Every Two Weeks

> $\mathcal{B}_{\mathcal{V}}$ K. H. Lansing

PROVIDING maintenance service at a flat weekly rate covering labor only, the charge varying with the capacity of the truck, represents a distinct departure from general practice in the truck field. According to Morton A. Netter, head of the Netter-Stewart Co., the plan is producing eminently satisfactory results for his business and obviously it has many advantages from the standpoint of the operator.

The accompanying story tells how the plan works. You'll want to know about it.

for parts and material used only, labor, of course being provided for in the contract.

The offer does not cover spring breakage, as the owner may overload his truck so that this result is brought about. The company allows 50 per cent on overload on the stamped weight of the manufacturer. Neither does the offer cover wilful abuse, or neglect of the vehicle. Should the owner, or driver, for instance, "ride the clutch," the company could not be held liable for repair under the agreement. The reason for insisting on the customer signing the agreement as soon as the new truck is delivered, is to enable the dealer, should a wait ensue, to check up on whether the customer in the meantime had been misusing the vehicle.

The company, while having this plan in full operation for some time, has not advertised it, making the offer to a selected list, including a number of fleet owners, the rate being extended to each of the units, according The letter wherein the offer is made, is as to size. follows:

TRUCK-MAINTENANCE INSURANCE

Would you insure the maintenance repairs on a 1-ton truck at the rate of \$2 per week for a threeyear period?

By virtue of the superiority of our product and our own confidence in the Stewart motor trucks, based on actual cost maintenance records, we are prepared to make such a contract on the purchase of a new Stewart truck, or trucks.

This is to include inspection every two weeks, carbon-cleaning, valve-grinding and all necessary maintenance due to natural wear and tear.

This does not cover damage caused by accident,

Let one of our representatives call on you at your earliest convenience.

Based on Actual Costs

The maintenance scale is based on actual costs in maintaining Stewart trucks of different sizes and was worked out by carefully reviewing a complete record of all truck maintenance bills for the period of one year.

Normally, under this plan the trucks that need more repairs are balanced by those that require very little and, of course, in computing the costs enough was added to make a fair margin of profit for the company.

The representative of the company, in following up

Issued to

July

Feb.

Aug.

spection Ticket"

The "Free Monthly In-

is sent to each owner.

When an inspection is

made, the card is

receives a new card at

the end of the year

Mar. Apr. May

FREE MONTHLY INSPECTION TICKET

NETTER-STEWART TRUCK CO.

4721 CHESTNUT STREET

GRANITE 8847

Oct.

which

The owner

Nov

Sept.

June

Dec.

the letter explains the details to the prospect, as the letter does not contain all of them.

"Those who have taken advantage of the offer," says Net-ter, "have been more than satisfied with it and this includes fleet owners.'

The plan, which was devised and put into practice by way of making the customer a useful, concrete offer, instead of merely telling

him about economical maintenance, giving advice alone, or making promises, is of special advantage to the owner, or concern not having its own repair shop. It is confined to Stewart trucks for obvious reasons, including that of making sure of the best results and a fair profit in the long run. The company has been offered a higher rate than its established figures to take care of fleets of mixed trucks, but declined, because it did not care to take the chance.

punched.

"When the prospect for a Stewart truck is told that it will be taken care of for a three-year period for \$312," says Netter, "his feeling is one of relief that he is able thus to anticipate his maintenance costs and it undoubtedly influences his decision to buy, especially if his upkeep bills for trucks of another make have been comparatively large."

Two mechanics are detailed to this special-offer maintenance work in the Netter-Stewart shop and they know these vehicles under their particular care, and their "temperaments." This is considered a better policy than having any shop mechanics work on them. There are a dozen expert mechanics, eight of whom are regarded as "key men."

It will be noted that under the special-offer agree-

ment, the owner is obliged to have his truck in the shop for inspection once every two weeks. Customers not coming under this agreement are advised to have their trucks inspected at least once a month and to induce them to do so, following a sale, a free monthly inspection card, good for one year, is mailed to each. A sample of this card, which is convenient for the vest pocket, being 31/2 x 21/2 inches, of yellow pasteboard, is reproduced herewith. This card is punched after each inspection. When one ticket has expired, another will be mailed, or given at the final inspection for the year. Sent out with the free monthly inspection card is another card, also reproduced, of the same color and size, or as many cards as the customer has trucks—as is the case with the free inspection card—to be tacked in the truck. The letter accompanying the cards is self-explanatory. It reads:

TACK CARDS—HELP DRIVER

Inclosed pleased find a few cards for your records. Kindly tack these in your Stewart trucks, so that your driver may always know the exact location and telephone number of the new Stewart Service Station in Philadelphia.

We have been satisfying all Stewart owners to

The card shown below

is intended to be

tacked in the truck cab so that the driver will know at all times where he can get service

SERVICE STATION 4721 CHESTNUT ST.

GRANITE 8847

TACK THIS IN YOUR CAR

date, efficiently and economically on service and parts requirements and strongly advise a monthly visit for inspection, without charge, to this service station, to be sure that your trucks are always functioning economically and correctly, as all Stewart trucks will do with proper care.

There is no attempt to assign days of the week for arbitrary inspection; but fleet owners are requested to bring different units in for inspection on different dates. to make their handling more effective in the shop. Holding out such service offers to prospects helps to swing deals and living conscientiously up to these obligations is of great aid in retaining them after they have become customers. Owners are advised and shown how to spend their money for service economically and friends are made and kept by, for instance, explaining how the expenditure of \$18 now, may save an outlay of three times as much a little later.

The company's six outside salesmen, each with his own prescribed territory in which he is held responsible for sales of trucks of makes other than the Stewart, indicating the loss of a sales opportunity in each instance, keep in close touch with all their listed prospects and customers, each of whom they are obliged to see at least once a month.

As a matter of fact, they see them much oftener, dropping in whenever they may be in the neighborhood, asking about the truck's performance and giving any needed advice, or suggestions as to operation or maintenance.

(Turn to page 32, please)

DEPOSITO OF MICHIGIN LIBERIAL

Are Your Owners Set for Summer?

Coming Hot Weather

Provides Logical

Basis for

PREPARING motor vehicles for summer operation provides a fertile field for profits which no progressive service establishment can afford to overlook. The need for a sort of "spring tonic" combination job is well recognized by many owners and a little salesmanship will bring the vehicles into the service station in good numbers.

A market exists for the sale of many fan belts, numerous radiator flushings, yards of hose, hundreds of pounds of pump packing, not a few pump shafts, and a lot of carbon and valve, lubrication and general tightening jobs as a result of winter operation of trucks and buses.

Offering a special combination job which includes the more important operations required to put a truck or bus in condition for hot weather duty is one of the most effective ways of adding to volume of service business at this season of the year. Flushing radiator and cooling system is an obvious requirement and one which owners undertake themselves. Presenting other equally desirable operations such as cleaning carburetor and vacuum tank with a carbon and valve job on a flat rate basis for the group makes a strong appeal.

Spring Check-up Letters and Pamphlets

Circular letters and printed pamphlets calling attention to the need of a spring check-up in preparation for summer operation have aided many dealers in selling special combination jobs on a flat rate basis. A rather large number of individual operations can be listed at an attractive price. The very number helps to convince the owner that the price is reasonable and that there are more things to do to his vehicle than he had suspected.

Spring is a good season for the sale of preventative maintenance. There is no economy in running a fan belt until it breaks on a long trip. New radiator hose should be installed before a sudden bursting ties up a truck "miles from nowhere." General chassis tightening and a thorough lubrication are wise investments at the close of a winter season. Many owners will react favorably to a tactful presentation of the advantage of such work at this time.

A carbon and valve job, including tuning engine,

A combination job offered owners in preparation for summer operation by J. R. Graham, general service manager, Thornton-Fuller Automobile Co., Philadelphia, distributor of Dodge Bros. cars and Graham Bros. trucks:

Clean carbon Blow out fuel lines Reseat valves Clean gasoline tank Clean and adjust Flush out cooling spark plugs system Clean and adjust Adjust fan belt distributor Clean strainers Disassemble, clean Clean battery termand adjust carinals and commuburetor Clean vacuum tank Test and fill battery Special flat rate price, \$8.50

Effective Spring Service Sales Campaign

cleaning carburetor vacuum tank and gasoline lines, and cooling system, makes a good foundation for selling summer service. An inspection of the vehicle will reveal other needed work which may be sold in connection therewith.

Batteries, muffler, radiator cooling surface, ignition and valve timing, pump, lubrication system, and cylinder wa-

ter jackets are among the parts which should be checked for efficient hot weather operation.

Cleaning terminals, testing and filling with water and, possibly, a recharge will put the battery in condition. Stoppage of exhaust in the muffler is a common cause of overheating. A thorough cleaning of the exhaust line is recommended in such cases.

Condition of the radiator cooling surface is often neglected. A free circulation of air is required in summer and the radiator should be cleaned on the outside as well as on the inside. A blast of air or steam is used to clean the outside of the radiator, or the nozzle of the car washing outfit used for this purpose.

Ignition, Cooling and Lubrication Systems

An intense spark, properly timed, is essential for efficiency. Late timing will bring about overheating despite an adequate cooling system. Although there is no occasion for valve timing to change in operation proper setting of valve tappet clearance is important. This work should be done separately if a valve job is not included in the summer preparation.

Reconditioning of water pump may well be undertaken at this time, if there is any doubt of its condition. Deposit of sediment in the casing, worn shafts caused by frequent tightening of packing to retain anti-freeze solution and sheared impellor pins are among the conditions calling for pump repairs.

Cleaning of the lubrication system and replenishing of crankcase oil insure freedom from trouble from this source. Whether a different oil shall be used in summer than winter depends upon construction of the vehicle and operating conditions. Recommendation of manufacturers should be followed and advice sought if there is any doubt of the effect of special conditions.

(Turn to page 27, please)

Chief Essentials of 1—Accurate Cost 2—Uniform

A Story About the Chief Executive of the White Motor Co., His Accomplishments and His Views on Development of Motor Transportation.

By John Cleary



He works in his shirtsleeves and smokes plebeian cigarettes. His modest attempt to explain his success is—"I try to be a thoroughbred, worthy of the parents I was lucky enough to pick."

That is Walter C. White, president of the White Motor Company, acknowledged transportation authority, crack polo player, gentleman farmer and Chevalier of the French Legion of Honor.

If you are expecting the pomp and ceremony described by our English cousins as "side" and in our own idiom as "dog," you will be agreeably disappointed. His office door is open. More than that, when you step off the elevator at the top floor of the White administration building in Cleveland, you can see him at work through the transparent glass windows of his bright corner office.

And he works from the first toot of the factory starting whistle at eight o'clock in the morning. When he is not out on the road—where he can still qualify as a star salesman—or somewhere in the plant—working out the details of a new operation with one of the White engineers or production men—you will more than likely find him at his desk.

There he not only thinks his own thoughts on transportation but also gets the invaluable thoughts of White men everywhere, in the factory and throughout the field. To the ideas and policies resulting from this constant interchange of cooperative thought, he attributes, in a great measure, the steady growth of the now famous White "Roll Call."

Present-day big business is not without its poses. The

EXPANSION of the truck business, Mr. White believes, will be along the line of the development of new devices to cut down the standing time of trucks, rather than in the exploitation of new markets. He visions these devices in the form of demountable bodies to allow loading and unloading "on the run."

He looks for a continuance of the improved situation in time-payment buying which set in last year, and he is hopeful that the era of wild trading will be brought to an end, inevitably, through the dire results that this business evil visits upon its practitioners.

open office door is one of them. Try to get into some private offices through those open doors. Just try it. But with Walter White it is not a pose. His open door means that he is available to anyone who has a legitimate errand in his office. And those in the organization know that it means, beyond that, a chance to talk with a boss who "knows his stuff" and is withal as human as they come. You cannot get the infection of the hearty laugh that betokens his possession of a keen sense of humor, without realizing why White men like to think of themselves as working with him, rather than for him.

Credit to Organization

Diffidence regarding personal publicity—printers'-ink shyness—is another favorite pose in big business. Here again, Walter White is disclosed as anything but a poseur. He dislikes personal publicity about himself and rules against it in the news that emanates from the factory, because he believes that the public may be interested in the company, its products and accomplishments, but not in him. Besides, it is far from his wish to have conferred upon him the credit that belongs, in his opinion, to all the men and women in the White organization.

Truck Business Today Are

Records Kept by the Operator Service Rendered by the Seller

Says Walter C. White

He will tell you what a remarkable man his father was. He will talk to you, no end, about the details of the White organization. He will authoritatively discuss all phases of transportation. He will touch on the intricacies of polo, and describe the difference in the blood strain of thoroughbred horses. He will show you how to make a so-called gentleman's farm self-supporting, as he has done at Circle W Farm, Gates Mill, outside Ceveland, where he makes his home with his wife and three children. He will draw a parallel between the way he "trap-nests" his chickens to keep an accurate, comparative record of their laying, and the methods he believes truck owners should use to keep operating cost records of their equipment. He will talk-and most entertainingly, too-on a variety of other subjects. But about himself he is mute.

Mr. White's Biography

So, for its purely biographical data, this chronicle is indebted to the Boswellian Stanley Seward, who perpetually frets against the restraint that keeps him from telling the world what a headliner the White chieftain is.

Walter C. White was born in Cleveland in 1876, the year when his father, Thomas H. White, organized the White Sewing Machine Company, parent of the White Motor Company and the White Company, which are today, respectively, the manufacturing organization and the sales organization for

White trucks and buses.

During vacation, before and after his entrance into Cornell University, he received his early business training at the factory under his father's skilled guidance. He was graduated from Cornell in 1898, and in the following year from the New York Law School. He was admitted to the bar in New York and joined the legal department of the New York Central Railroad.

But his inherent love of mechanics lured him back to the factory in Cleveland after several months. By this time the company had launched upon the manufacture of the White steam car. In the fall of 1901 he went to London as European manager of the company and sold White steam cars to the Continental trade until 1904, returning then to direct sales in this country.

He was no swivel chair executive. Contests of all kinds were then vital factors in

sales demonstrations. Walter White got into them. He drove in such classics as the Vanderbilt Cup race, Glidden tour, Giants' Despair climb at Wilkes-Barre, Pa., and in other races, endurance runs and climbs galore. He kept at it until his car overturned in a track race at Cincinnati and he crawled from under with a broken leg, which took a year to knit. In a huge showcase in the reception room of the factory an impressive array of loving cups and other trophies attest to his prowess in the field of automobile competition.

The company was a pioneer in motor truck manufacturing, and Walter White next embarked on the study and research through which he has become one of the leading authorities in transportation.

The United States Government sent him to France in the early part of 1918 to study transportation and lay (Turn to page 32, please)



White Motor Co., as a salesman on the job, with H. W. Childs, president of the Yellowstone Park Transportation Co., which uses 321 White trucks and buses

co

tr



Used trucks are given the same window publicity, as new trucks in Federal's Chicago Branch

Used Trucks MOVE When They Bought Right, Rebuilt Are and Sold Aggressively

A Story Telling HOW the Used Truck Division of the Federal Branch in Chicago Gets Turnover on Trade-Ins

By H. Lionel Williams

PUTTING all used vehicles into first class condition for resale and handling them as an entirely separate part of the business, is responsible for the success of the Federal Motor Truck Sales Corp. of Chicago in dealing with the trade-in problem.

At this factory branch under the direction of O. E. Pederson, the total sales by the used truck department in 1926 amounted to no less than \$240,000, and every used truck sold was fully capable of being operated and cheaply maintained for the period of the time payments.

The theory behind this method of handling the used truck sales is that the resale business can be elevated to the high plane of the new truck business, with twofold benefits. In the first place, by destroying the really unfit vehicles it eliminates that grade of unit that forms the stock-in-trade of the gyp dealer, and secondly it discourages cheap competition with buyers of new vehicles.

In the Chicago Federal branch therefore, the used truck division is entirely separate from the new truck department, although they work together in the best interests of the organization. The used truck section,



V. E. Stevenson, manager used truck department

EVERY used truck offered for sale by Federal in Chicago is ready to go to work. This is one of the reasons why this branch sold \$240,000 worth of used trucks in 1926, as prompt delivery is essential in this field.

Another interesting point discussed in the accompanying story is that any allowance in excess of the used truck manager's appraisal

is charged to new truck sales—where it belongs.

Read the story which tells in detail how one organization is meeting what is, perhaps, the most serious problem with which truck dealers are faced.

under the management of V. E. Stevenson, has its own service and repair shops and special mechanics. Stevenson himself cooperates with the new truck division by appraising all trucks offered in trade, and they are charged to his department at that figure. Any overallowance, of course, is entered against the new vehicle.

If the chassis under consideration is of any commer-

cial value at all it is entirely rebuilt. Vehicles four years old, or over, are junked, as a rule. Special care is taken in these cases to insure that they are stripped by the used units dealers, or cut up by the scrap merchants, so that they can not be again put on the market as vehicles. Buyers of these junk chassis are allowed a 25 per cent reduction on the price on the condition that they destroy the vehicles completely.

It is common knowledge that many junk dealers resell complete chassis by assuring the prospect for a new vehicle that he will get a bigger cash advantage if he has something to trade in. Destroying the vehicles completely removes this temptation.

Because of the rebuilding and repainting, every used truck that is offered for sale is ready to be driven away, and looks worth every cent that is asked for it. Having the vehicles ready for immediate use is a big factor in establishing confidence in the mind of the buyer. Promises to do this and that carry little weight when a man has to decide on values by what he sees. The fact that he can get on the seat and drive the vehicle out may be a deciding factor, and very often is.

Prices of used trucks are fixed at the appraisal figure plus the cost of repairs and ten per cent of the total added for overhead. They carry the usual ninety-day guarantee and are sold on the same terms as new vehicles.

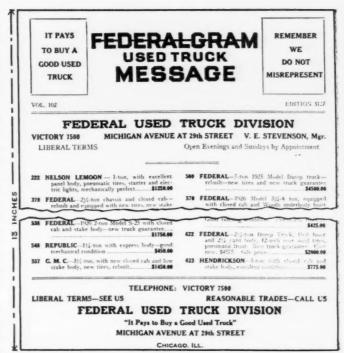
At the present time no special used truck salesmen are employed, most of the business being done by means of fortnightly-printed copyrighted bulletins called Federal-grams to prospects. Governed by a factory budget, advertising is carried in newspapers—classified—and direct mail. A live file is maintained, with the prospects classified by trades. New truck salesmen cooperate in keeping this file up to date and growing.

Every two weeks the Federalgram is revised and mailed, with occasional drives on special trades, according to the preponderance of vehicles, suitable for those vocations, on hand. Typical of the letters used in these vocational drives is the following:

"'Money saved is money earned.' Did it ever occur to you that you can lessen the investment of your dump trucks through the purchase of GOOD USED FEDERAL TRUCKS? By used trucks we do not mean old, worn out and antiquated trucks, but slightly used and ready for immediate and hard work. For example—if you could buy a used truck that has seen less than 10 per cent of its service for 50 cents on the dollar, you would consider the purchase of such a truck attractive. We present the following Federal used trucks, which we can offer you today:



A smart line-up of used trucks in the well-lighted sales room



Federal's silent used truck salesman is issued fortnightly. It names, describes and lists available used trucks

(A list of the available used truck equipment suitable for the prospect's business, is inserted here.)

"You are acquainted with the reliability of the Federal Motor Truck Company and of the merit of Federal trucks and of the excellent service of the Chicago branch, each of which deserves your consideration.

"As head of the Used Truck Division, the writer wishes to assure you of two things—First, that you will be treated courteously and receive interesting attention at any time you wish to investigate our FEDERAL USED TRUCKS. Second, that we will not misrepresent our FEDERAL USED TRUCKS even in the smallest degree.

"Consider this opportunity seriously and may we hear from you before our present stock of FED-ERAL USED TRUCKS are sold."

One factor that has helped build up the goodwill for the used truck division is the guaranteed service available for all used vehicles purchased, whether of Federal make or not. Arrangements have been made for the procuring of parts for most of the old trucks, and these parts are actually delivered to the user by the Federal service truck if the work is not done in the Federal shops.

According to V. E. Stevenson, the principal difference between the buyer of new vehicles and the buyer of used trucks is the time taken in making the purchase. Used truck buyers are by no means all straw operators seeking to enter the haulage business in the cheapest way. Substantial business owners frequently buy resold trucks in preference to cheap new ones, and some of the biggest companies in Chicago buy nothing else. As a rule, however, the new truck buyer makes up his mind to get a chassis at least thirty days before he makes a choice. During that time he inspects many, and whenever possible keeps his identity to himself until he has practically decided. On the other hand the buyer of a used truck is not generally so decided on what make of

(Turn to page 32, please)

C. C. J. Shop Ideas

THIS page is designed primarily to help service station repairmen in exacting economies in time, labor and money. Salesmen, however, can also profit by scanning over these practical hints.

The average buyer today is more conversant with the important details of truck operation and maintenance than ever before. A money-saving idea will often result in a sale.

Readers have secured many valuable suggestions from the series. We want more useful hints and will pay \$2 for each idea accepted. Simply tell how it is used and made and accompany it with a rough pencil sketch.

No. 129-Brake Shoe Lining Jig

A better fit between internal brake shoe and lining can be obtained by using the jig shown. A piece of steel plate is curved to fit the shoe and holes are drilled to correspond with the rivets.

The curved plate is bolted in place over the lining by two U-yokes and pressure applied by two screws. Rivets are put in place through the holes in the plate. Riveting is done with the jig still in place and all rivets are set before the jig is removed. The common difficulty of replacing bus brake drums over relined internal brake shoes may be overcome by the close fit of shoe and lining resulting from use of the jig.—H. W. C., Phila., Pa.

No. 130-Sloping Floor Cleaning Tank

Making the floor of a cleaning tank on an angle improves the usefulness of this item of equipment. The part to be cleaned can be entirely submerged for rough cleaning and gradually brought out of the liquid for final cleaning. Dirt will slide down the slope and collect in one end of the tank where it can be removed easily.

No. 131-Bus Battery Filler

A gallon jug, placed on a shelf, and a siphon arrangement, as shown, will expedite the operation of filling bus batteries with distilled water. Two sections of copper tubing are put through holes made in the cork. One has a short section of rubber tubing acting as a vent and preventing dirt from entering the bottle. The other piece of tubing has a piece of rubber tubing reaching the bottom of the jug and another, much longer, which reaches the bus battery. Transfer of the cork and tubing can be made from jug to jug without emptying the tubing-H. E. Smith, 818 Orne St., Lincoln, Nebr.

No. 132-Light on Bus Rear Axle Jobs

An adjustable electric lamp, similar to a desk lamp, mounted inside a low box helps a mechanic on bus rear axle jobs. The space inside bus wheel housings is always dark. If a portable shop light is used services of a helper are required. One side of a low box is removed and the light installed, as shown in our illustration. Light is directed on the axle and brake rigging, as needed.

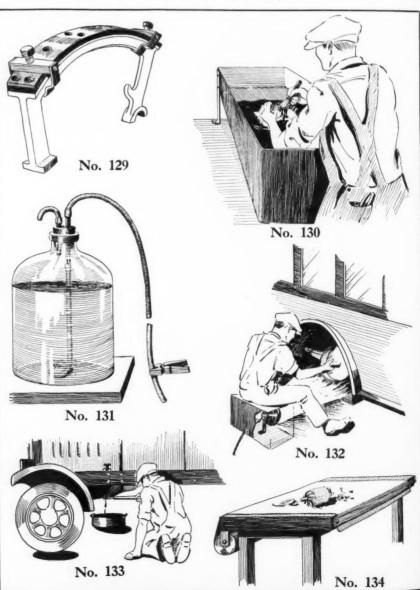
No. 134-Paper Cover for Work Bench

Use of sheets of paper to cover a part of a work bench where fine work such as that on ignition units, carburetors, switches and ammeters, is performed is common. Time spent in fastening the sheets in place and replacing them can be saved by mounting a roll of wrapping paper beneath the table-top, as indicated in our drawing. Paper is held at one edge by a long bar clamp. To replace the paper when dirty the clamp is raised and new paper pulled over the table-top. A retail-store

type roll holder such as used for wrapping purposes, may be used to mount the roller under the bench.

No. 133—Extension Wrench for Draining Oil

A pipe extension on the handle of a ratchet socket wrench makes it possible to remove an engine oil pan drain plug without crawling under the vehicle. A special socket to fit the plug accurately is required for use with the wrench.—Fred J. Harrison, 330 S. 9th St., DeKalb, Ill.



How the Other Fellow Does It

Sales, Service and Management Methods



Truck Dealers Are Employing Successfully

Commission Based on Profit

One of the most important factors in the control of price-cutting by over-allowances or

discounts, and frequently the last to receive attention, is the salesman.

Any salesman who can be sold on the truck he represents can also be sold on the advantages of making a permanent customer of the prospect by selling him the truck and not making a deal on the strength of a trade. The next time that customer wants a unit it means all the work over again unless he has been sold on the vehicle and the organization behind it. This is, of course, common knowledge. The point that is so often overlooked, however, is the simple means of making that knowledge effective. Ensuring its effectiveness means making it hit the pocket.

How effective this means really is can be vouched for by at least one prominent truck executive. S. M. Williams, manager of the Autocar Sales & Service Co. at Chicago, changed his plan of remuneration for his salesman with gratifying results. Good sales draw good commissions. But a loss means no commission at all. Every month the individual sales are totaled up and a balance sheet made showing the profit or loss over or under a fixed minimum figure that represents the deadline.

Every five per cent over that deadline on the profit side means one per cent commission in the salesman's pocket. This, of course, is in addition to a salary.

Recruits for the Sales Force

Some say that salesmen are made and others that they are born, but in either case truck dealers

find real producers hard to locate. C. G. Sproule, sales manager of the Hurley Motor Co., Reo distributor in Philadelphia, is having considerable success in getting recruits for his sales force by a modification of the junior sales staff plan.

Each winter Mr. Sproule hires a group of four or five young fellows ranging in age from 18 to 22 years. He puts these men on straight canvassing work, assigning to each a district of the city. They are expected to call on every business in their respective districts and to turn in the names of those who give evidence of being sales possibilities. leads are then followed up by the senior salesmen. The juniors are rated on the basis of the sales made to prospects which they uncover.

Out of each group of junior salesmen taken on, usually one shows abilities that warrant his being taken on as a regular salesman. The others are dropped as soon as it becomes plainly evident that they will not make the grade. The juniors are paid a weekly salary which, while not large, compares favorably with what they could expect to earn starting in most businesses.

The cost of this plan in relation to sales is rather heavy and the training of each salesman secured in this manner represents a considerable investment. However, Mr. Sproule feels the expense is justified by the results obtained as, in addition to the immediate business developed by the juniors, each call they make represents advertising for Reo trucks.

It costs just as Cuts Inventory Costs much to record the sale of a 25 cent part on the inventory card as a \$25 part. With this thought in mind, the parts manager of a large eastern distributing organization recently made an

analysis which showed him that 45 per cent of all postings to the inventory card was on parts retailing at 25 cents, or less, and that the total of his sales of these low-priced parts represented but 11 per cent of his gross parts volume.

In other words 45 per cent of the clerical expense on the inventory system was required to handle only 11 per cent of the business measured in dollars.

Now sales of parts priced at 25 cents, or less, are not posted to the inventory card. Only a record is kept of purchases. Instead of the former procedure each bin containing parts priced below the 25 cent mark carries a metal tag, on one side of which is punched the part number and on the other the minimum quantity. Inside the bin, the minimum quantity is tied up in a small bag. When the stock gets down to the point that it is necessary for the stock clerk to open the bag to fill his needs, he removes the metal tag and forwards it to the purchasing department which places an order for a new

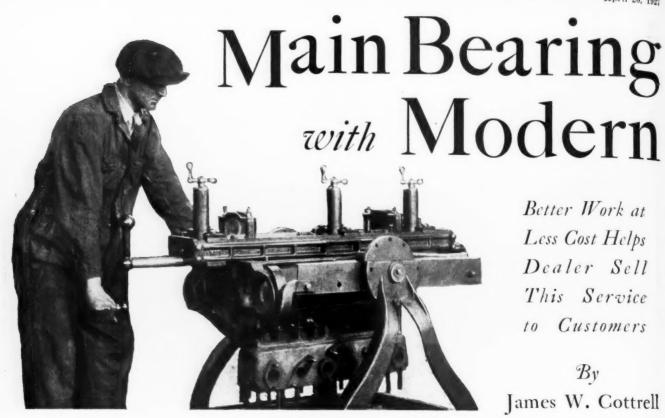
Result—one inventory clerk eliminated and a reduction of about 25 per cent in this expense.

Starting each day off by An Idea a Day presenting a new thought to the sales force is held re-

sponsible for the exceptional success of a large dealer established in the South.

In the normally slack times when the proportion of sales to calls falls off, even the most optimistic salesmen are apt to become discouraged, and it is then the sales manager proves his worth. Given a reasonably good set of men, the level of determination and initiative put forth by the sales force is in direct proportion to the vision and directive ability displayed by the sales manager.

This dealer's salesmen therefore are never allowed to get stale. There is no mysterious or secret process behind this achievement. A half-hour's meeting every morning is all that is required, the time being used for the presentation of new and interesting ideas. There are plenty of interesting angles to such subjects as courtesy, methods of handling different classes of prospects, selling on performance, how living right helps keep the mind right for business, selling oneself as the first step in selling the product, the value of appearance, the value of cooperation between salesmen, and hundreds of other topics that concern the staff.



Better Work at Less Cost Helps Dealer Sell This Service to Customers

 $\mathcal{B}_{\mathcal{V}}$ James W. Cottrell

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ANY progressive service managers are finding it both necessary and profitable to furnish their customers with main bearing service. Whether sold separately or as a part of an engine overhaul, machining of main bearings to exact size and perfect alignment is required to meet the demands of truck and bus owners.

The owner of a small fleet with no spare vehicles is vitally interested in the length of time a vehicle is out of commission for an overhaul. The fact that main bearings can be bored or reamed in less than one day and that hand-scraping takes two or three times as long does not escape these owners and they expect the quicker service of the shop accepting their business. Saving two days' idle time is no small item to owners of this class.

Main bearing service alone can be sold at a profit to owners of medium sized fleets who have service facilities of their own who do not have main bearing machinery. In such cases engines are dismantled and crankshaft and crankcase taken to the dealer's shop for fittings of main bearings. The fleet owner's mechanic does other work while the mains are being fitted and the work goes forward without delay. The saving in time over hand-scraping methods is so large that the vehicle owner is quite willing to pay a price which shows a good profit for the dealer or independent shop furnishing main bearing service.

Meeting Competition

Whether main bearing service is undertaken as an additional field for profit or as a means of meeting competition, service managers are finding it a val-

As a part of a complete engine reconditioning, main bearing service permits a lower price to be established than is possible with hand work. Coupled with a reduction in time this feature is welcomed by owners. MAIN bearing service may be sold alone or as a part of engine reconditioning. In either case the saving in time effected by modern equipment makes a strong appeal to owners.

When properly bored or reamed main bearings give service equal to new. Alignment with crankcase axis is assured by construction of the machines and dial gage test. Bearings can be fitted to reground crankshafts without loss of time.

Advertisement of the establishment of main bearing service is profitable for service stations. The investment in equipment is not small and profits depend upon volume of work performed. Circular letters, newspaper ads and personal calls and phone messages have been used with success by service managers in advising prospective customers of the new

Main bearings, properly machined, give as good service as bearings in new engines, according to the experience of several fleet owners who have made a careful check of engine service. Although a wellscraped main bearing gives good service it is doubtful if service equal to new can be achieved in ordinary service station procedure by hand methods.

The fundamental requirement in fitting main bearings is correct alignment. This is true irrespective of the method of fitting bearings. Main bearings must be aligned with the axis of the crankcase and at right angles to the cylinder bores. The purpose of main bearing equipment is to bring about this alignment and correct sizing of the bearings in one operation.

Work Pays Equipment

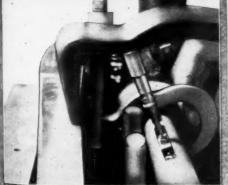
Two general types of equipment are used for machining main bearings; the fly-cutter and the line reamer. In the fly-cutter type a bar is used to support and turn as many cutters as there are main bearings. The bar is positioned by means of brackets or jigs and means are provided for adjustment of position. Cutters are rotated at slow speed and are fed through the bearings by a fine screw thread, of the order of 120 threads per inch. Line reamer outfits employ a reamer for each main bearing, the reamers being mounted on a supporting bar. Aligning fixtures and special jigs are used to locate the bar in correct relation to the crankcase bearing holes.

A wide range of sizes of bearings and types of engines can be accommodated by fly-cutter type outfits. Special machines adapted to only one make of engine are furnished by truck factories, in some instances. Although the range of adjustment of an individual reamer is less than that of a fly-cutter all sizes of bearings can be reamed by using different sized reamers.

Regrinding crankshaft journals frequently precedes main bearing fitting. It does not pay to install new main bearings in an engine with a crankshaft out of line or with bearing surfaces out-or-round or tapering.

To insure long life for crankshafts a minimum of





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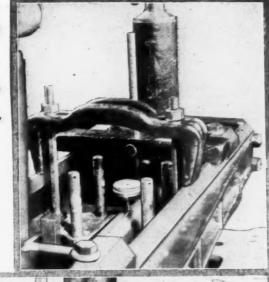
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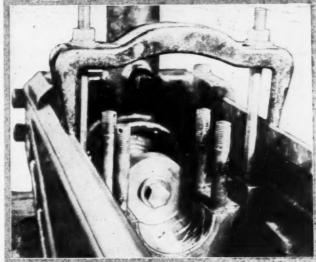
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Crank pin is measured with micrometer, and the cutter on boring bar, shown below, set to correspond





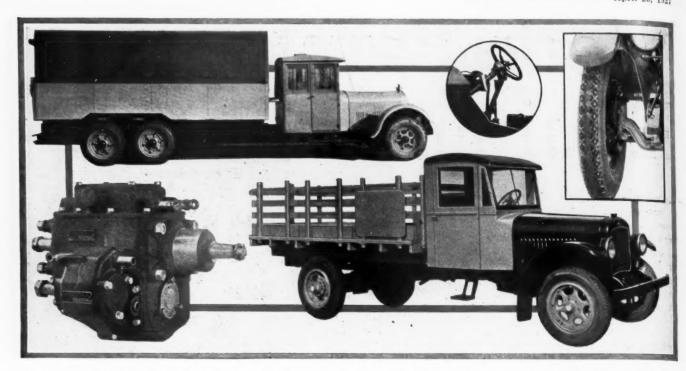
Above: Dial gage checks position of boring bar. Below: Frame of machine is aligned on main bearing bore

metal should be removed in regrinding. Grinding just enough to "clean up" is advised by many even though this may result in a variation of size of the different crankshaft journals. This variation is not an obstacle when main bearing machines are used as the cutting elements are easily adjusted to required dimension of each bearing.

General procedure of a typical main bearing operation is shown in the illustrations. A cylinder block should be bolted to the crankcase during the boring or reaming operation for greater rigidity and to better simulate actual conditions in engine assembly. The first operation is that of removing any burrs from the crankcase bearing holes. It is important that a firm contact be established between the bearing shells and the corresponding crankcase and bearing cap surfaces. Removal of burrs is one step in insuring contact.

The frame of the boring machine is mounted on the lower surface of the crankcase while the engine is suspended upside down in an engine stand. Alignment of the frame is secured by means of stub shafts with circular blocks on the end which are placed in the main bearing holes. The stub shafts are the same diameter as the boring bar and the blocks are equal in diameter to the bearing shell or the crankshaft

(Turn to page 27, please)



Among the design developments mentioned by the engineers were the six-wheel truck, front wheel brakes, more transmission speeds and higher speed trucks on pneumatic tires. In the circle is shown the American-La France steering wheel mounting referred to in the article

What's New in Trucks?

Engineers Discuss Latest Developments and Trends in Commercial Vehicle Construction

PRESENT and future developments in motor truck engineering were viewed from all angles at a recent meeting of the Metropolitan (New York City) Section of the Society of Automotive Engineers. Among the companies represented in the all-star aggregation of speakers were American-La France, Autocar, Four Wheel Drive, International Harvester, Mack, Pierce-Arrow, Reo and White. The talks were summarized by A. W. S. Herrington, consulting engineer, of Washington, D. C.

T. C. Smith, American Telephone & Telegraph Co., was chairman of the meeting.

Among the outstanding topics discussed might be mentioned higher operating speeds, four-wheel brakes, sixwheel chassis, larger factors of safety, more transmission speeds, six-cylinder engines, air cleaners, oil cleaners, fourwheel drive and pneumatic tires.

The rational development of longdistance hauling led to the design of the new Autocar speed truck, according to B. B. Bachman, chief engineer at that factory. In the service for which this job was designed, the man-

euverability obtained by placing the engine under the driver's seat is not essential and consequently the powerplant was put in the conventional position. The aim in this model was to provide a truck that could maintain its

Among the important points discussed at a recent meeting of the Society of Automotive Engineers were:

Higher operating speeds
Four-wheel brakes
Six-wheelers
More transmission
speeds
Oil and air cleaners
Four-wheel drive
Pneumatic tires
Six-cylinder engines

The accompanying article is a concise report of the meeting that every truck dealer will find interesting.

position in the traffic stream with passenger cars through quick acceleration and four-wheel brakes.

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Heavy trucks must go where loads are and deliver material where it is needed without regard to road conditions. These considerations make desirable a greater range of performance. The increased traction obtained with this type of drive was one of the means mentioned by E. R. Greer, consulting engineer, Four Wheel Drive Auto Co., by which a greater performance range can be obtained.

The outstanding developments in truck engineering mentioned by S. W. Mills, chief engineer, Pierce-Arrow Motor Car Co., were the use of larger factors of safety, engine refinements, more powerful brakes, higher road speeds and pneumatic tires. Larger factors of safety are essential under present heavy loads and higher road speeds and heat-treated steels are being used more frequently for this reason. The tendency toward deeper frames is another evidence of development in this direction, one company using 10 in. deep frame side members. Mr. Mills expects no immediate

departure from conventional transmission design although there may be some modifications to secure easier shifting, satisfactory devices for this purpose now being available. In lighter trucks, he expects the over-gear to become increasingly popular. Mr. Mills also looks for the more general use on all sizes of trucks of oil cleaners, pneumatic tires and electric starters.

Speed Trucks

The demand for high speed transportation of heavy loads led to the development of the American-La France five-ton, pneumatic-tired job with a top speed of 35 m.p.h., according to W. G. Hawley, chief engineer of that company. It was believed that the higher initial cost of the vehicle would be justified economically by the higher speeds, and rough comparisons of cost figures indicate the correctness of this belief. One of the unusual features of this design is that the steering wheel is mounted on an A-frame. One member of this frame lies in the prolonged axis of the steering wheel and carries the spark and throttle controls while the other extends down through the floor boards at a smaller angle to the vertical and constitutes the steering column proper. An inclosed pair of bevel gears directly under the steering wheel provides the connection to this column. The advantage of this construction is that it places the steering wheel at a comfortable angle and yet it makes it possible to put the steering gear under the floor boards instead of in the engine compartment, thus making the powerplant more accessible. Also, the connection of spark and throttle controls is simplified.

The commercial aspects of truck engineering were emphasized by E. A. Johnston, director of engineering, International Harvester. In his opinion much could be saved if standardized ratings were adopted and lack of them was frequently responsible for unsatisfactory operation and indirectly for legislation limiting gross adverse weight. Such limitations have produced a tendency to use overloaded chassis of lighter weight. Among other points mentioned by Mr. Johnston were appearance, quietness of operation, freedom from excessive vibration, driver comfort and ease of operation.

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any ate trucks," Mr. Johnston said, "will depend largely upon how successful we are in the development of trucks and trailers which will handle a sufficient tonnage at a speed which will keep the cost per ton-mile down to the minimum without excessive destruction of the roads which may result in a prohibitive tax burden and the enactment of laws limiting weight and speed of the loaded vehicle to a point where the cost per ton-mile will be excessive and not competitive with other forms of hauling. This situation may be met by reducing the weight of the chassis, especially unsprung weight, by increased road speeds, pneumatic tires, trailers and semi-trailers, and the six-wheeler."

A brief description of the new Mack six-wheel truck was presented by Charles Froesch, representing A. F. Masury, vice-president and chief engineer of the Mack company, who could not be present. This model is a modification of the Mack Bull-Dog with two rear axles spaced 46 in. apart. Only the forward axle is driven, power being transmitted to it through chains. The springing consists of two inverted semielliptics on each side, one above and the other below the rear axles. The lower spring is anchored at its center to a trunnion on the frame while the upper spring has a rubber mounting at its center. The front ends of the springs are 3 in. shorter than the rear which places 42 per cent of the load on the forward rear axle, 33 per cent on the rear axle and 25 per cent on the front axle. This gives the same load on the driving wheels as on the standard fourwheel truck. Service brakes act on the driveshaft through a booster while there are two hand brake levers, one operating a set of brakes on the forward rear axle and the other a set on the rear axle. Two wheelbases are available, 128 and 190 in., measured from the front axle to the forward rear

Six-Cylinder Engines

The increasing use of six-cylinder engines in the truck field was brought out by C. F. Magoffin, Reo commercial car engineer. In 1924, trucks produced by his company all had four-cylinder engines while in 1926 only 20 per cent had this type, the balance being sixes. giving five speeds.

"The extended profitable operation of He said that operators preferred the six even though it cost more and that repair costs per 1000 miles were less on the six than on the four. Because of their greater strength, long addendum gears are now used in the differentials of all Reo trucks.

Lubrication Improvements

Recent improvements in the lubrication of White truck engines were described in some detail by G. W. Smith, representing H. D. Church, director of engineering of the White Co. In addition to the automatic blow-off valve which is progressively metered for variations in viscosity, the GRB and GRC engines have a fixed adjustable orifice located at the end of the main delivery passage. This adjustable valve varies the pressure with the engine speed and the surplus oil takes care of the front-end drive. The range of adjustment in combination with the capacity of the pump makes it possible to maintain pressure between major

An oil reservoir containing the pump is cast integral with the crankcase. Oil enters it through a screen of large area from a sediment chamber in the bottom of the pan. This screen is horizontal and is self-cleaning.

The throw-off of oil to the cylinder walls and pistons has been regulated to take place during the portion of the stroke when it is most effective. The rod bearings have annular grooves extending for about 45 deg., thus limiting the throw-off to that period during which the groove matches with the hole in the crankpin. The quantity is accurately metered to each cylinder by a clearance groove broached longitudinally between the rod and cap.

The GRC engine used in the new Model 56 has rods drilled for positive piston pin lubrication. Machined combustion chambers and accurate balance of reciprocating and rotating parts contribute to its smoothness. Brakes on this model are of the two-shoe selfactuating type with floating camshaft. On the heavy-duty models, the service brake drums are now spline-mounted on the propeller shaft and kept tight by a special split-collet construction. These models also have an auxiliary transmission with a 1.58 to 1 reduction





Left: This latest addition to the Edison fleet, is a six-ton Walker electric with platform body and superstructure supporting a traveling 4000-lb. Yale hoist. Both truck and crane are operated from battery. Right: The Curtiss Candy Company recently established a new precedent by shipping 51,000 lb. of its products to dealers in a territory necessitating a 530mile run. The caravan consisted of four Trailmobiles, two Mack and two Chicago power units

Truck and Bus Models of the Month

Selden

THE new 3-ton, 6-cylinder Selden Roadmaster speed truck, just announced by the Selden Truck Corp., Rochester, N. Y., contains many refinements over the original model introduced in the spring of 1925.

The powerplant is a six cylinder, 75 hp., 3\\\^4 x 5 in. Continental engine mounted in unit with a four-speed Brown-Lipe transmission and multipledisk clutch. It provides a normal road speed of from 25 to 30 m.p.h. Bosch battery type ignition is used. Gasoline is fed by vacuum from a 20-gal, tank to a Stromberg carburetor.

The cooling system includes a centrifugal pump, large fan and a pressed aluminum shell with honeycomb cellular core. The radiator is of distinctive design and is set off with a radiator cap emblem of the first 1877 Selden.

Power is carried to a Clark spiral bevel-gear rear-axle through a twopiece propeller shaft equipped with metal universal joints and a self-aligning center bearing. Differential and axle shafts are mounted on Timken tapered roller bearings.

Both service and emergency brakes expand on fully inclosed 17-in. drums. All four brakes are connected with the service brake to give maximum braking effect when using the foot brake. Propeller shaft brake can be secured at additional cost in which case it is located back of the center bearing and is operated by the hand lever.

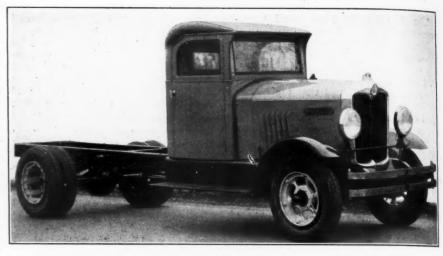
Semi-elliptic springs support the frame, which is of pressed steel, 534 in. deep, 3½ in. flanges and ¼ in, thick. Radius rods are of the ball and bearing

The steering gear is Ross cam and lever, the wheel and column together with location of foot pedals have been given special attention for driver comfort. Ignition and lighting switch are located on the wheel. All other instruments including dash type Moto Meter, gasoline gage, oil pressure gage, ammeter and speedometer are grouped on the instrument board in a center panel

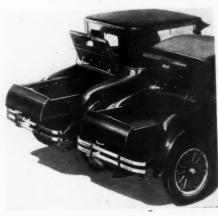
under glass and electrically illuminated. optional, 180 in. The de luxe cab was The wheels are steel, artillery type

and are equipped with 32 x 6 in. front and 36 x 8 in. rear pneumatics.

specially designed for this chassis and for the comfort of the driver. It is allsteel, fitted with passenger car hard-The standard wheelbase is 165 in.; ware and upholstered in leather. For-



New 3-ton, 6-cylinder Selden Roadmaster Speed Truck equipped with allsteel de luxe cab. Its 3¾ x 5 in. engine provides a normal road speed of 25 to 30 m.p.h.



Telescoping drawers are now furnished on Dodge Brothers coupe and roadster at \$100 extra cost. Three locking posi-tions are provided. When not in use the car resembles the standard model.

ward and backing vision has been improved. The windshield is one-piece and of the sloping type.

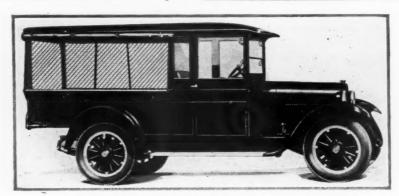
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The model is finished in medium dark blue with cream wheels and cream belt

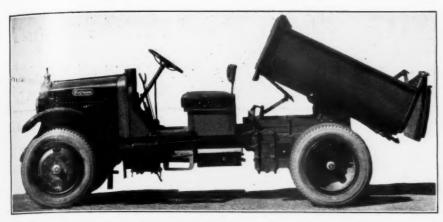
Graham Brothers

CONVERTIBILITY of body types is a feature of the redesigned 34-ton commercial cars recently introduced by Graham Brothers, the truck and bus division of Dodge Brothers, Inc. This model is offered in four body styles, panel, canopy, screen and express, body parts for all four bodies having been standardized as far as possible to simplify production. Built integral with the body, the cab is fitted with all-steel doors with drop windows operated by crank type regulators. Individual cab seats have folding lazybacks to permit passage into the load compartment. Panels on all types are constructed sheet metal over wood, padding being inserted between the two for the purpose of eliminating rumble. Full length roofs are provided on all models except the express type.

In the panel delivery, the upper panels are of the same construction as used in the lower panels, adjoining edges being coated with a plastic material in assembly to prevent dust and water penetration. As mentioned, bodies are completely convertible, those portions not common to all types being shipped to dealers as special assemblies so that they may convert one type to another



Flare boards and screens are removable on the screen delivery Graham Brothers 3/4-ton model for the purpose of interchangeability with other body types



Gotfredson 2-yd. Model 30-C dump truck, specially designed for road work. It is built exclusively with the gravity type dump body

when necessary, following Graham Brothers practice with their one to twoton models. Convertible bodies permit the carrying of smaller stocks by dealers. In addition, where an owner desires to change a body style the conversion can be made at a reasonable

Gotfredson

PRODUCTION has just started at the Gotfredson factories on the new paving work where it is impossible to get the necessary traction with the heavier trucks.

2 yard capacity and is built exclusively with the gravity dump body. It has a four speed Brown-Lipe transmission, Buda engine and Timken rear.

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One channel frame within another eliminates shearing of frame rivets and adds aditional strength to a semi-flexible frame. Cantilever springs are standard on this model.

Gramm

THE "Fast Express" is a new model Gramm truck recently put in production by Gramm Motors, Inc., Lima, Ohio. Rated capacity is 21/2 tons and the governed speed is 40 m.p.h.

A six-cylinder 3% by 5 in. engine is rated at 80 hp. at 2200 r.p.m. Force feed lubrication is used with pressure regulated by throttle opening. The transmission provides four speeds. A double reduction rear axle is used with Model 30-C which was designed funda- a ratio of 5.33 to 1. With 32 by 6 in. mentally for the use of contractors and tires a road speed of 40 m.p.h. is achieved at engine governed speed of 2200 r.p.m. An optional ratio of 6.33 to 1 to be used with 34 in. solid tires Model 30-C will handle material up to gives a road speed of 35 miles.

Service brakes are internal expanding 4 in. wide and 18 in. diameter. Hand brake operates on a drum at rear of transmission. Pneumatic tires 32 by 6 in, are standard equipment, dual tires being used at the rear.

Electric starter and lights are provided with the customary standard equipment.

Fageol

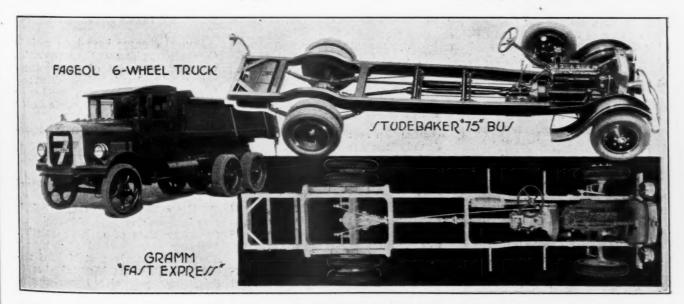
FAGEOL MOTORS of California has just placed on the market a new 10ton truck designed by Frank R. Fageol, and intended primarily for use with special body designs for particular jobs. It is a six-wheel, extra-heavy-duty job, equipped with a six-cylinder Waukesha engine with multiple transmission for extra power or speed as desired by the operator. It is designated as the Fageol 10-66 model.

Drive is on all four wheels at the rear, both sets of which are equipped with Timken axles. There are two complete driving units for the two pairs of wheels at the rear. Both rear axles are connected by a torque tube which keeps the axles in alignment. This tube is so constructed that it can rotate, contract or expand. As the axles pass over road irregularities the tube permits transverse action. The main duty of the tube, of course, is to prevent the axles from rotating about their own centers when braking and driving power is applied.

Braking is applied to all four rear wheels by Westinghouse airbrakes, and, in addition, there are two worm-shaft emergency brakes. Capacity is made greater by the strength of a speciallytrussed frame.

Studebaker

A NEW heavy duty 21 - passenger street car type chassis has been added to the line of the Studebaker Corp. of America. The engine of the new unit is a Studebaker Big Six rated at 75 hp. The carburetor is a two-range double-jet of 11/2 in. diameter. A distributor is mounted at the front of the engine, on the left. The generator, which is of the 12-volt type, is mounted forward on the right. The clutch is a double disk, dry plate type and is mounted in a unit with the engine and a four-speed transmission.



Fageol's new six-wheel, 10-ton truck is intended for use with special bodies and particular jobs. of the new 21-passenger Studebaker street-car type bus chassis is the 75 hp. Big Six. Gramm Motors, Inc., "Fast Express" is rated at 2½ tons and governed at 40 m.p.h.

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The radiator is of the tubular type and cooling is accomplished by the 20-in. fan and pump system of water circulation.

The rear axle is of the semi-floating type with chrome molybdenum shafts, with spiral bevel gears. Hotchkiss type drive is used with a tubular propeller shaft 3 in. in diameter with three universal joints.

Semi-elliptic springs are used 36 in. long, and 14 leaves in the front and 56 in. long with 12 leaves in the rear. Short shackles are used to eliminate side-sway. The chassis is mounted now to insure safety.

Four-wheel brakes are employed of the internal expanding self energizing type. Drums are 3 in. wide and 17¼ in. in diameter with three shoes in each brake. The emergency brakes operate on the rear wheels only. Cam and lever type steering gear is employed, which is especially designed for balloon tires.

A pressed steel frame is narrowed at the front and has side members 8 in. deep with 3-in. flanges. Wheelbase is 184 in. Nine cross members are employed of which two are large tubular units. Tires are 34 x 7.50 balloons in front and dual in the rear, all non-skid tread. High pressure cord tires size 32 x 6 in. may be used without changing wheels. Chains may be applied to the dual rear wheels. The two-beam headlights are controlled from a switch on the instrument board.

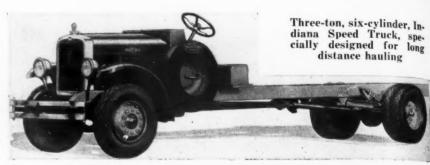
Standard equipment includes speedometer, eight-day clock, engine thermometer, rear traffic signal light, automatic windshield cleaner, rear view mirror and full width front bumper in addition to the usual equipment.

Recommendations were obtained from bus operators for designing the new bus. It was thoroughly tested before final approval by a run from Detroit to the Pacific Coast and back, and many special tests over the Studebaker proving grounds.

Bonney No. 4 Wrench Kit

THE new Bonney No. 4 sample kit consists of three of the most popular size right angle chrome vanadium wrenches. The price of the kit, \$2.50, is less than for the wrenches alone, if bought singly.



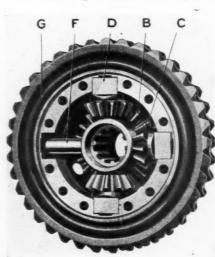


Bonney Forge & Tool Works, Allentown, Pa., guarantee that these wrenches will strip the thread or break the bolt without damage to the wrench. This guarantee is backed by the agreement to replace, free of charge, any Bonney right angle wrench which does not meet the guarantee.

Timken Block Type Differential Mounting

A NEW type of differential mounting is now being used in Timken worm drive rear axles. Referring to the illustration, drive is transmitted to the differential spider F, from the worm wheel, G, through blocks, D, inserted in notches in the worm wheel. The blocks have spherical lower faces which are in contact with the back faces of the pinion gears, C. Differential side gears are held in position by the differential cases, with thrust taken by bronze washers.

The advantages claimed for the new



construction are: Drive is transmitted directly from worm wheel to differential spider without use of bolts or rivets or splines; greater equivalent section of bronze can be used in the worm wheel, thus increasing the strength; there is a much more equal distribution of load on all gear and thrust surfaces; parts subject to greatest wear are easily replaced. These include the bronze thrust washers and blocks.

Worm wheel and block type differential assemblies may be interchanged with similar assemblies in any Timken worm drive rear axle. The new type construction is now standard in all Timken worm drive axles.

Indiana 3-Ton Speed Truck

A THREE-TON six-cylinder speed truck designed for moving van and similar long distance hauling operations has been added to the line of the Indiana Truck Corp., Marion, Ind.

The engine is of the valve-in-head type with six cylinders 4 by 5 in. Full force feed lubrication is used. The clutch is of the dry plate type with Raybestos friction element. The transmission is mounted in a unit with the engine and has four forward speeds and one reverse.

The tubular propeller shaft has three universal joints. The rear axle is of the semi-floating type with axle shafts carried on double taper roller bearings. Gear ratio is 7 to 1 giving a speed of 35 m.p.h.

Brakes are double internal expanding on rear drums. A cam and lever steering gear is used with a 20-in, wheel. The frame is 7 in, deep with 3 in, flange. Standard wheelbase is 216½ in.

Standard equipment includes Moto Meter, electric lights and starter, air cleaner, two extra wheels mounted on tire carriers and a spring bumper in addition to the usual equipment.

Republic Announces Improved Line

REPUBLIC MOTOR TRUCK CO., INC., announces an improved line of motor trucks consisting of the 75 series ranging from 1½ to 1½ ton capacity and the 85 series ranging from 1½ to 2 ton.

Several changes have been made in the models making up these two series, the most important of them being a newly designed, polished aluminum radiator, top tank Gascolator, metal spoke wheels and pneumatic tires, air cleaner and a new type of tire carrier. Heavy duty, bevel gear axles are now standard on both series.

New Hutto Grinders

WITH the addition of a number of new types of grinding machines, the Hutto Engineering Co., Detroit, is now in a position to provide equipment for every class of cylinder grinding. The new types, several of which are illustrated, include portable and stationary units with self-contained motor drive and adjustable power-operated stroking mechanism.

These machines use the characteristic Hutto grinder head which incorporates an opposed conical adjustment

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insuring positive sizing. In the "Twin Three" head, six long abrasive stones are mounted in individual steel frames which are mounted in a substantial hardened steel head. These stones are controlled by a graduated micrometer dial. Grinding begins with the stones set at an undersize dimension and the diameter is increased to the desired size by a set stop by means of a hand brake control. The grinder head is driven and floated by an intermediate connection which allows the grinding axis to follow that already established by the cylinder bore. This head may be used with a portable electric drill, the % in. size being recommended, which in turn may be mounted in a drill stand designed for the purpose of Hutto and supported on the cylinder block. In this case the stroking is by hand.

Bridged Keyway

The action of the Twin Three head in a cylinder with a keyway is shown diagrammatically. It will be noted that the keyway is bridged and it is obvious from this that scores in a cylinder bore offer no difficulty.

The new portable grinding machine has four vertical bars which are equipped with feet suitable for bolting on the cylinder block without removing it from the chassis, or it can be mounted on the table as illustrated. The four bars referred to support an oil-tight aluminum housing which is packed with grease and which contains all the mechanism for controlling the stroke of the grinder. The electric motor providing the drive is mounted on top of this housing. Collet type nuts which engage with the supporting bars, lock the hous-ing at the correct height. This machine may also be supported from a convenient overhead beam when working on an engine in a chassis.

The radial grinding machine handles blocks while still in the chassis or may be used in conjunction with a table. Both of these machines are intended for maintenance work or the small shop.

Main Bearing Work Pays With Proper Equipment

(Continued from page 21)

journal, whichever is used as reference. When alignment has been secured the frame is fastened in position by means of special clamps, furnished for that purpose.

The bearing shells are now inserted in the crankcase and driven firmly into position. Edges of the shells are fitted to protrude slightly above the flat surfaces of the crankcase This excess material designated as "pinch" or "crush" insures a firm foundation for the bearing when the cap is bolted in place. Shells are fitted to caps in the same manner.

In the machine shown, the boring bar is supported by three bearings each of which is adjustable by means of a screw and handle similar in construction to a lathe tool feed. Alignment of the bar is checked by use of a bar, which fits over the side rails of the machine frame, and a dial gage attached to a vertical rod. The dial gage is set at zero on one bearing and reading taken on the boring bar near the edge of each bearing, in turn. Misalignment, which should be very slight, is corrected by adjustment of the three screw and handle members.

Individual Adjustments

Setting of the cutters is the next operation. Each cutter must be adjusted to cut its corresponding bearing to fit the individual crankshaft journal. The journal is measured with a micrometer and the cutter setting is made by calculation, or a table, furnished with the machine. A special anvil for the micrometer is used to provide better contact on the lower surface of the boring bar. These anvils have a constant dimension which is used in calculation of

micrometer reading which corresponds with the correct setting of the cutter.

When much bearing metal is to be removed two cuts are frequently made; one a rough cut and the second a finishing cut. In this case the first setting of the cutters need not be so accurate.

After each cutter has been set and checked the feed screw is clamped in position and the boring accomplished by rotating the boring bar by hand. Actual boring requires much less time than preparation and experience will speed up preparation.

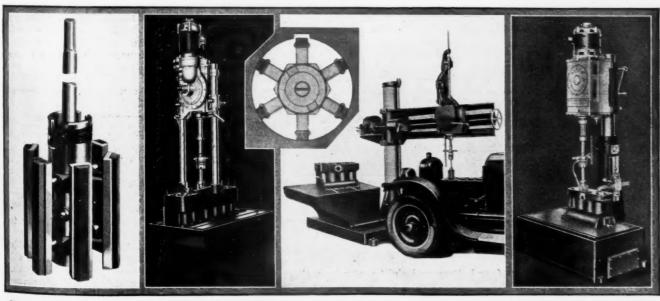
One mechanic should do all main bearing work unless two complete outfits are required for large volume of business. Greater proficiency of the mechanic and less liability of misuse of the machine result from this practice. Besides mechanic pride is encouraged and a perfect check is provided.

Are Your Owners Set for Summer?

(Continued from page 13)

Something more than routine draining is required to remove sediment in water jackets. A saturated solution of washing soda or patented materials may be used for cleaning out the jackets and radiator. If the cylinder head is removed for a carbon and valve job some of the sediment can be loosened mechanically by rods worked from the top.

Lubrication should include transmission and rear axle and all high pressure connectors, grease cups and oil holes. Felt packing and other lubricant retaining devices should be carefully checked at this time and replaced if there is any sign of leakage. Hot weather increases the tendency of lubricant to leak from transmission and rear axle and steps should be taken to prevent this trouble, rather than overcome it after it happens.



Hutto cylinder grinding equipment "Twin-Three" head is shown at left. Insert shows head bridging a keyway. Two power stroking outfits and radial machine are also shown

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Have You Heard That -

THE national business picture shows that truck dealers generally are enjoying healthy sales and that the normal seasonal expansion is taking place. With few exceptions a very good spring market is anticipated and present indications are that March totals will exceed February and in some instances beat the March 1926 record. Among some of the reasons advanced for stimulated sales are: good weather, improvement in general industrial activity, prospect for record crops of all kinds.

The used truck situation remains about the same. Some localities report slight reductions in used truck stocks with slight increases in sales over the same period last year. The market generally, however, has been sufficiently good to enable many wise traders to dispose of some of their surplus stocks.

Conservative allowances and strict credit policies continue to be recognized as important stabilizers and many dealers are making a real attempt to put them into effect.

Matthew J. Herold has been appointed special field representative of the American Bosch Magneto Corp.

A. K. Brumbaugh has joined the White Company as head of the division which has to do with establishment and maintenance of White standards of quality and performance. He was formerly electrical engineer of the Autocar Co.

FIFTY New York City bakeries employ 1251 electric trucks, carrying between 12,000 and 15,000 1-pound loaves of bread apiece at each load, according to a survey made by the New York Edison Co.

THE AC Spark Plug Co. will award 100 prizes to its dealers winning in a best window display contest, which started April 1 and will end June 30. Prizes will be awarded according to size of cities.

Larrabee-Deyo Motor Truck Co. has just opened a factory branch at 24 Brighton Ave., Boston, for sales representation in the New England territory. George N. Davis is the branch manager.

NEW JERSEY will impose a two cent gasoline tax after July 1 ununder the provisions of an act passed by the Legislature over the veto of the Governor.

Edward M.-P. Murphy was elected president of the Kelly-Springfield Truck & Bus Corp., Springfield, Ohio. He succeeds H. E. Zimmerman, president of the Selden Truck Corp., as head of the Kelly Company.

The Federal-aid highway allotment for the fiscal year beginning July 1, 1927, according to the U. S. Bureau of Public Roads, totals \$73,125,000.

THE newly formed C. H. Will Motor Corp. has bought the assets and business of Wilcox Trux, Inc., a \$300,000 corporation. Mr. Will is to be the president and treasurer of the new company.

The new factory branch of Thompson Products, Inc., 33 William St., Newark, N. J., is the fifth of a chain of six branches planned by the company a year ago. The branch is in charge of C. W. Sawyer and under the supervision of J. A. Bell, district manager.

ording to a survey made by the New rk Edison Co.

Survey Sawyer and under the supervision of J. A. Bell, district manager.

Five truck manufacturers, four battery and eight accessory makers were represented at the Electric Truck Show in New York by the New York Edison Co. Among the truck exhibitors were: Commercial Truck Co.; O. B. Electric Truck, Inc.; Walker Vehicle Co.; Ward Motor Vehicle Co.; Automotive Standards, Inc.

MOTOR TRUCK INDUSTRIES, April 14, submitted a resolution to its members which was essentially similar to the platform of the newly formed Motor Truck Association of Illinois. It was resolved that loose terms and credits have done the industry considerable harm and that only a complete revision of the business standards regarding these matters will reinstate the motor truck industry in the eyes of the financial world.

The committee on revisions of the constitution recommended to the executive committee of the American Electric Railway Association that bus operators not affiliated with electric railways be made eligible for membership at a recent meeting in New York.

EDWARD A. ROSS becomes president of the Ross Gear & Tool Co., as a result of a reorganization of the company. Capitalization has been increased by the issuance of \$3,000,000 of common stock, none of which is for public sale. There will be no change in the policies of the company.

C. D. McKim has been appointed vice-president in charge of sales and advertising of the Hercules Corp., Canton. He was formerly sales manager of Continental Motors Corp., resigning after 12 years to take up his new work.

White reports an increase of 74.5 in March deliveries of trucks and buses over February.

O NE of the articles of North Carolina's new motor vehicle laws provides that it shall be unlawful for anyone to deliberately fill an order for lubricating oil designated by a trademark with a spurious or substitute oil. Another new law places a 4 cents per gallon tax on lubricating oils to be levied against the distributor. This revenue goes to the State Highway Fund.

Various municipal departments of New York City are receiving delivery on a new order 126 White trucks, which will increase the city of New York White fleets to a total of 1072 units.

International Harvester Co. reports net earnings of \$22,658,891 in 1926 as against \$29,671,241 in 1925.

Automotive exports for February totaled \$32,265,148,or 7.2 per cent over the same month in 1926. Truck shipments were largely responsible for this increase, registering a gain of 722 per cent over February of last year, as well as 31.2 per cent over the total exported in January of this year. OUT of a total of \$300,000,000 spent by the electric railways of the United States during 1926, about \$23,000,000 went for motor bus equipment and facilities.

G. W. Benedict is the new service engineer of the Weaver Mfg. Co. He is known for his special tool designing and sales promotion ability.

New Dodge Brothers Directors



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C. R. Dashiell

They are Philadelphia and Chicago dealers respectively. The election is in line with Dodge Brothers policy of giving dealers direct representation in the management of the company.

RETAIL deliveries of Graham Brothers trucks and commercial cars to customers by Dodge Brothers, dealers now are reported as averaging more than 230 a day. This volume of sales practically equals the high average of 1926 when previous records of the company were broken.

Charles T. Rose has been named vice-president of the American-LaFrance Fire Engine Company. Mr. Rose plans to spend half of his time at the LaFrance plant in Elmira, N. Y., and the remainder in New York City.

Lighter Truck Show Gains

Most of the 12 per cent gain in commercial vehicle production registered during the first two months of this year as compared with the same period last year, was made by the lower capacity trucks.

Although one-ton trucks have about held their own numerically they form a considerably smaller percentage of the total than they did in January and February of last year and this is possibly due to the falling off in Ford operations. Trucks rated at less than one ton have made the largest gain both numerically and in per cent. The 11/2 to 2 ton, inclusive, class is slightly ahead of last year while 21/2 and 3-ton division is just about even with 1926. Production of heavy duty vehicles rated at 31/2 tons and more is considerably behind last year and the same is true of bus production.

Net profits of the Detroit Motor Bus Co. for 1926 were \$161,-900 as against \$541,000 in 1925.

THE Omnibus Corp. reports net profits for the year ending December 31, 1926, of \$805,904.26. This company owns the Chicago Motor Coach Co. and the Gray Line Motor Tours Co. of Chicago. The Omnibus Corp. also has a 75 per cent interest in the New York Transportation Co.

OPERATORS in New Jersey engaged in interstate carriage of passengers or property for hire will pay 1½ cents a mile per truck or bus after July 1.

James E. Redman has joined the American Bosch organization as assistant to the president. He was formerly affiliated with the Biflex company.

> Two New Federal Officials





R. W. Ruddon W

W. M. Smith

Mr. Ruddon has been elected vice-president of the Federal Motor Truck Company and Mr. Smith has been appointed to the position of sales manager of the Detroit branch division.

GASOLINE taxes show increases in the following seven states: Tennessee increased the levy from 3 to 4 cents; Texas from 1 to 3 cents; Idaho from 3 to 4 cents; New Mexico from 3 to 5 cents; South Dakota from 3 to 4 cents; Maryland from 2 to 3½ cents; and Wyoming from 2½ to 3 cents.

Arthur Nicolaus, advertising manager of the Heil Co., Milwaukee. Wis., died suddenly March 9 of pneumonia. Mr. Nicolaus joined the organization in 1922 and was advanced to advertising manager last year.

Country's Transportation Requirements at High Level

EVERYTHING points to a record high movement of commodities in trade at the outset of the second quarter of the year. Railroad car loadings passed

the million mark in the two final weeks of March, attaining this level a full two months earlier than in 1926. While the heavy shipments of coal in anticipation of the strike had something to do with the record, the movement of merchandise and miscellaneous freight was well above the figures for the corresponding period a year ago.

Even more significant for the truck industry, perhaps, and revealing clearly the peak which the distribution of goods has reached, is the sales record established in the first quarter of the year by 12 leading chain store systems. The increase over the first three months of 1926 was 13.1 per cent, the March gain being 12 per cent over 1926

Merchants of light and medium duty commercial vehicles, then, can fairly be said to have an excellent opportunity for sales. The country is buying on a hand-to-mouth basis, but buying heavily, and the low condition of stocks is the best promise of a continuation of good times. Bank checks drawn and cashed in 141 cities aggregated \$53,190,629,000 in the four weeks ended March 23, against \$50,507,-372,000 for the corresponding period a year ago, a gain of 5.3 per cent despite lowered prices which brought the index down to approximately the point reached early in 1921, when post-war deflation was felt most strongly.

Industrial production has shown continued gains after a slow start this year. If it were not for the reduced activity in automobiles and in building, the total would probably be above the 1926 record.

It is the building figures that are just now of perhaps the greatest significance to heavy duty truck manufacturers and dealers. Permits granted in the 139 cities in March, according to Bradstreet's, were 33.6 per cent over the short month of February but 10.8 per cent below March of 1926. The percentage reduction varied considerably, about 10 cities, led by Chicago, showing an actual gain over a year ago. The decrease for the first quarter was 6.1 per cent.

While a slight slowing up of building is thus indicated, there is no evidence of the slump that was looked for earlier, and the volume is still well above the level needed to provide a satisfactory market for trucks in construction work.

E CONOMY and flexibility are pointed out as being the outstanding features of a new type of steam driven bus recently tested by the Fifth Avenue Coach Co., New York, under the supervision of L. H. Palmer, vice-president. Any kind of liquid fuel, including domestic heating oil which costs about seven cents a gallon may be used for operating. The boiler is of the water tube type and is coupled with a steam engine of conventional design.

> Earnings of the Ford Motor Co. apparently approximated \$90,000,000 in 1926, according to the annual balance sheet filed with Massachusetts Commissioner of Corporations. This compares with an approximate income of \$115,-000 in 1925 000, in 1925.

A SENTENCE of three months in the county jail was recently earned by a New York garageman for defrauding the public in the sale of "bootleg" lubricating oil. The penalty was the most severe thus far imposed in the series of prosecutions brought against service stations charged with substituting inferior oils for high grade trademarked oils, designated and paid for by motorists.

George F. Bates has been appointed assistant branch manager at the New York City office of the Diamond-T Co. He was formerly assistant manager of the Chicago branch.

RUMORS are affoat in tire manufac-turing circles to the effect that certain vehicle manufacturers are contemplating entry into the tire-making field. The securing of original tire equipment at the lowest possible cost is said to be the chief motive.

> C. Earl Dawson, assistant general sales manager for Chevrolet, states that production of the Chevrolet 1-ton truck with panel body has reached between 600 and 700 a month.

During 1926 asphalt pavement construction totaled 140,000,000 sq. yd., according to J. E. Pennypacker, secretary and general manager of the Mr. Penny-Asphalt Association. packer further estimates that in 1927 the yardage may reach the 150,000,-000 mark.

26,841 Miles of Road to be Added in 1927

A total of 26,841 miles of new highway will be constructed and 239,847 miles will be maintained throughout the United States during 1927, according to the United States Bureau of Public Roads. Of the new construction 7489 miles will be concrete and asphalt, 12,395 will be gravel and macadam and 6957 will be earth improved. To carry out this program the states will expend a total of \$648,483,000 and counties, \$475,000,000.

Calendar of Events

SHOWS

CONVENTIONS

CONVENTIONS

American Automobile Association, Annual Meeting, Ritz-Carlton Hotel, Philadelphia ... June 16-17

American Electric Railway Association, Public Auditorium, Cleveland ... Oct. 3-7

Associated Automotive Engine Rebuilders, Hotel Winton, Cleveland ... May 26-28

Automotive Equipment Association, Summer Convention, Multnomah Hotel, Portland, Ore... June 27-July 2

National Association of Automobile Show and Association Managers, Drake Hotel, Chicago... July 26-27

National Automobile Chamber of Commerce, Annual Meeting, New York ... June 2

National Automobile Chamber of Commerce, Truck Members Meeting, New York ... May 31

Society of Automotive Engineers, Summer Meeting, French Lick Springs, Ind. ... May 25-28

United States Good Roads Association, Savannah, Ga. ... June 6-11

COMING FEATURE ISSUES CHILTON CLASS JOURNAL PUBLICATIONS

May 1—Automobile Trade Journal Annual Big Small Town Market

May 5—Motor Age—Annual Sales and Service Reference Number.
June 4—Automotive Industries—
Engineering Number.
June 10—Motor World Wholesale—
A. E. A. Summer Meeting Number.

HERE are no street cars nor overhead wires within the city limits of Canberra, the new Federal capital of Australia. Transportation is provided by buses operated by the Federal capital commission. Incidentally, Aus. tralia's new capital was designed by an American and its pattern is strikingly similar, in general arrangement and outline, to that of Washington, D. C. Good roads have been laid for miles

The Colonial Sand and Stone Company, New York, recently augmented its 95 unit fleet of Pierce-Arrow trucks by the addition of 32 new Model R-F dump trucks. This company is reputed as being one of the largest sand and gravel contractors in the country.

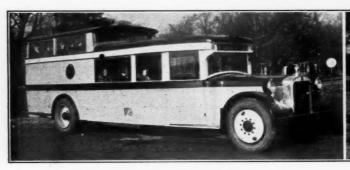
RANSPORTATION in the city of TRANSPORTATION ... Buenos Aires, Argentine, is growing rapidly in popularity, according to a report from the American Consul of that city. The city is being served by 44 companies, employing a total of 513 units. Of these companies, 23 operate 10 or more vehicles each. Figures for the month of December show that a total of 13,996,057 passengers were hauled by the different companies.

F. C. Meyer has been appointed branch manager of the new Re-public factory branch established in St. Louis, Mo. The branch will be known as the Republic Truck Sales Corporation, and is located at 1600 Chestnut St.

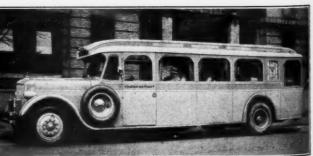
A NEW two-story building is now under construction in the center of the automobile district of New Orleans to house the sales office and storage quarters of Goodyear in that city. The building will afford 2500 sq. ft. of floor space and is estimated to cost \$75,000.

Kelsey Wheel Co., Inc., reports net profit of \$809,334 for 1926, which compares with \$1,357,284 in

The American Hammered Piston Ring Co. now supplies complete sets of piston rings for Fords or Chevrolets, standard or whatever oversizes are required. Each sealed package contains eight compression rings and four oil governing rings of the size and lists at



The Newell observation coach is a.c.f.'s latest development. It is specially adaptable to long cross-country runs. The raised observation section accommodates 16-passengers. Baggage is carried underneath



Timken-Detroit Axle Company's de luxe educational motor coach, now touring the country to bring to the user's door the story of Timken axles and the care of those now in service

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BETHLEHEM STEEL COMPANY, General Offices: BETHLEHEM, PA.

New York Boston Philadelphia Baltimore Washington Atlanta Pittsburgh Cleveland Detroit Cincinnati Chicago St. Louis San Francisco Seattle Los Angeles Bethlehem Steel Export Corporation, 25 Broadway, New York City, Sole Exporter of Our Commercial Products

BETHLEHEM

Used Trucks Move Right When They Are Bought Right

(Continued from page 17)

vehicle to get. He decides one day to buy, perhaps for an emergency in his present fleet, and the next day he makes the purchase. Often his first action is to turn to a newspaper to see what is being offered and gage the prices. He may call up a selected dealer or more likely will call at the showroom.

These characteristics of the buyer of used trucks indicate why it is imperative that the vehicles be in the best possible condition for inspection and test before being shown, and why it is necessary to keep information constantly in the newspapers. As the prospects nearly always visit the display, the advantages of adequate service facilities, especially for the used vehicles, will be obvious.

Finally, the arrangement of the used vehicle display, the prominence given to it in the showrooms, windows, and display signs, on the interior of the building, are all important in creating goodwill. The buyer of resold units is treated exactly as though he were buying a new chassis-he gets a reliable vehicle. Receives the same high class service, and every courtesy that the buyer of new vehicles gets. The two sides of the business are exactly the same level; the house is back of every deal whether the truck is new or old, and therein lies the secret of that goodwill that makes a buyer of a used vehicle a prospect for a new one.

Sells Maintenance on Weekly Flat Rate

(Continued from page 12)

Another form of contact is directby-mail, some communication, local or factory, being mailed to each customer or prospect once every three weeks. Prospects and customers are frequently secured through the recommendations of other customers and through viewing the actual performance of owner's trucks purchased from the Netter-Stewart Co., which the concern holds is much more effective than the usual kind of demonstration. While demonstrations are given, the company is not particularly impressed with their effectiveness as, Netter says, "Any truck will 'demonstrate' when it is new, but this doesn't mean much."

Still another way of obtaining prospects and customers is the usual one of advertising in the daily newspapers. Advertisements, from double-column, six inches deep, to four-column, 10 inches deep, are inserted in selected papers almost weekly.

The Netter-Stewart Co. is a "young men's organization," consequently it is not reactionary. But that doesn't mean that due caution and judgment are not exercised. On the contrary, sixty per cent of the company's business consists

of cash transactions and it rigidly holds to close investigation, not only of the prospect's financial ability to own and operate a truck, or trucks, but of his character, as well. This policy, says Netter, has had among its advantages that of keeping its repossessed trucks down to a minimum, only three having come back in the 18 months prior to this writing. In that time, only four Stewart trucks were taken in trade by the company, two following accidents and the other two cases involving owner-concerns so prosperous that they turn in trucks in a comparatively short time and purchase new units.

The company finds its policy of selling only to legitimate concerns of good standing, or individuals in like positions, a worth-while one.

The individual hauler of the "fly-bynight" type is carefully avoided as a prospect, the company holding that it is better business not to make a sale than to make a sale to the wrong party. In other words, the company concentrates on substantial industrial and business concerns, thus eliminating bad debts.

Creating Customer Interest

In addition to the suggestions regarding drivers, the company's salesmen relay to their business and industrial customers any information calculated to be of special help in their particular lines. For instance, to a laundry supply customer, a salesman will convey news of the opening of any new laundry in the territory, about which he may hear. All this is, of course, keenly appreciated by the customer, who feels that the company has an interest in him beyond the sale of the truck.

In a portfolio of photographs used by salesmen, to show varied jobs sold to concerns, they "point with pride" to a one-ton truck sold to a manufacturer of Turkish towels. The mill owner decided to move from Philadelphia to Hatfield, Pa., a distance of 30 miles and. having the truck, used it for hauling all the mill machinery and plant outfit over this distance. Six looms were moved at a time, while the rest of the machines were kept running, so that little or no time or work would be lost. The first looms taken to the new plant in Hatfield were started as soon as installed and then the truck hauled those that had in the meantime continued running in the Philadelphia plant. The mill owner figured that if he had moved his mill contents by rail, it would have cost him within \$300 of the price of the truck, so he wrote the truck on his books as a \$300 investment. The only repair cost entailed in the moving was 75 cents he paid for a tappet.

Standard Business Forms

The company forms for the shop and the salesmen's and owners' card filing system are of stock type and do not differ widely from those in use in most truck distributors' agencies. The weekly tabulation of salesmen's work includes a record of the number of calls

made; the number of "old" prospects and customers called on; the number of new prospects called on; the number of new prospects added to the "live" classification; the number of demonstrations made; the number of sales made and, what is also important, the number of sales lost, and the reasons therefor. By reviewing these lastmentioned items, care, in the future, may be taken to guard against losing other sales for like reasons.

Chief Essentials of Truck Business

(Continued from page 15)

out base repair shops. White trucks had comprised the first motor train sent into Mexico as a part of the Pershing Expedition. They were employed in the task of building army cantonments in France, and served by the thousands in the war zones later.

The White war fleet of trucks was awarded the Croix de Guerre by the French Government, which also conferred on Mr. White its highest civilian honor, making him a Chevalier of the Legion of Honor.

He was among the first to advocate coordinated motor and rail transportation. He believes that the possibilities in that direction are almost limitless, and that the present unprofitableness of some bus transportation lines is due to the circumstance that "they don't go

anywhere."

Two Essentials

It is his opinion that the two most vital essentials in the truck business to day are: Uniform service to be rendered by the seller, and an accurate record of operating costs to be kept by the owner.

There is plenty of room for improvement in both those departments, he says. The White Company is engaged in a program to better these conditions. It maintains 85 direct factory branches, with dealer representation in all parts of this country, and distributors in virtually all foreign countries. And it is constantly educating owners to the necessity of keeping individual costs, instead of lumping them, as so many of even the biggest operators do.

He looks for a continuance of the improved situation in time-payment buying which set in last year, and he is hopeful that the era of wild trading will be brought to an end, inevitably, through the dire results that this business evil visits upon its practitioners.

Expansion of the truck business, he believes, will be along the line of the development of new devices to cut down the standing time of trucks, rather than in the exploitation of new markets. He visions these devices in the form of demountable bodies, to allow loading and unloading "on the run."

The Pennsylvania legislature has passed a bill raising the gasoline tax \$\mathbb{y}\$ 3 cents from 2 cents. The governor is expected to sign it.



No "DRIVING FATIGUE" THERE!

LOOKING at this fellow you'd never think he'd been handling a big bus in heavy traffic all day long. No fatigue lines in his face—no nerve strain lurking in his eyes. His bus is equipped with Ross Cam and Lever Steering Gear and he can drive his full schedule without losing his smile. Ross makes steering easy and gives passengers genuine security. The driver of a Ross-equipped bus is a contented driver ... And there's more we'd like to tell you.

ROSS GEAR AND TOOL COMPANY . . Latayette, Indiana
Member Motor Truck Industries, Inc., of America



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For Fast, Dependable, Economical Transportation of $2\frac{1}{2}$ to $3\frac{1}{2}$ Ton Loads Use

Fisher Heavy Duty Six





Complete Information on All Models, Yours for the Asking

STANDARD MOTOR TRUCK CO.

ALBERT FISHER, President

DETROIT, MICH., U. S. A.

The Specifications, Chassis Prices, Etc., Are Corrected Each Month From Data Supplied Direct by the Makers. Gasoline Tractor-Trucks Will be Found at the End of Gasoline Commercial Cars Commercial Car Specifications—Corrected Monthly

Those Chassis Which Are Sold and Recommended for Bus Use Are Designated in the Following Table by Reference Sign (§) in Front of the Name

For Motor Bus Chassis See Pages 44 and 45

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Motor Bus Chassis Specifications

For Other Chassis Which Are Recommended and Adaptable for Bus Use, See Models Having Sign (§)

abbreviations, page 48	DIMENSIONS (In.)	all.	Width	883 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8
		Overall	Length	259 279 2413 2414 2414 279 279 286 286 286 286 286 288 288 288 288 288
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i	ENGINE	Number of Cylinders, Bore and Stroke		6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6
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5			Wheelbase	230 230 224 224 225 227 227 227 227 227 230 230 230 230
5	AL.	Recommended Body Allowance		230 230 230 230 250 250 250 250 250 250 250 250 250 25
	GENERAL	WEIGHT	Chassle with Body	8460 9280 9900 6350 6400 6400 6400 8700 9600 11000 11750 11750 11750 11750
	0	W	Chasada Only	4910 5110 5500 3875 4150 6450 7680 5200 7000 7000 7000 7335
		Scating Capacity		230 230 230 230 230 230 230 230 230 230
			MAKE AND MODEL	ACP 508 ACP 519 (gas. elec.) ACP 519 (gas. elec.) ACP 510 (gas. elec.) ACP 510 (gas. elec.) ACP 510 (gas. elec.) ACP 510 (gas. elec.) Brockway EB 4 Brockway EB 4 Brockway B 1 Brockway B 1 Brockway B 1 Brockway B 1 Clinton 65B Colnoro 65B Colnoro 65B Colnoro 65B Colnoro 65B Colnoro 65B Colnoro 65B Foreson 61B Foreson

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